

# Delegation of Procurement Authority Training

Alliant 2 GWAC

Office of Information Technology Category (ITC)

**Center for GWAC Programs** 



# **Alliant 2 DPA Training Agenda**

**U.S. General Services Administration** 

- > GWAC
- Contract Scope
- Advantages
- Interagency Acquisitions
- Master Contract Information
- Task Order Contract Type

- Labor Categories
- Task Order Pricing
- Ordering under FAR 16.505
- Tools for Ordering Offices
- How to Request Your DPA
- Questions



# Governmentwide Acquisition Contract (GWAC)



# What is a GWAC?

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A Governmentwide Acquisition Contract (GWAC) is defined as a <u>task</u> or delivery order contract for information technology.

- Contracts established by one agency for Governmentwide use
- Operated by an Executive Agency designated by the OMB
- The Economy Act [FAR 17.502-2(b)] does not apply to Governmentwide acquisition contracts per statutory authority 40 U.S.C. 11302(e)





# **GWACs: BPAs and Letter Contracts**

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- Blanket Purchase Agreements (BPAs) and Letter Contracts <u>are not</u> permissible order types under a GWAC:
  - Fair Opportunity is required
  - The use of optional CLINs, to simulate a BPA, may be used as long as all prime contract holders have the opportunity to offer on the original solicitation



# **Contract Scope**



# **Contract Scope: General**

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### The Alliant 2 GWAC:

- ➤ Provides Federal Government agencies with a total integrated information technology (IT) solutions and support services capable of addressing ever evolving technological and business needs on a worldwide scale
- ➤ Includes all ancillary support services, supplies and construction that are integral and necessary to the total integrated solution (see further discussion under labor categories)
- Supports all current, leading edge and/or emerging IT services; and
- Maintains an "Anything IT Services, Anywhere" philosophy



# **Pre-Award Scope Reviews**

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- Optional scope review value-add service
  - Provided at no cost to the agency
  - Review team comprised of technical & contracting professionals
  - Provides a written response (up to 5 business days)
  - Review Request: <a href="https://www.gsa.gov/gwacscopereview">www.gsa.gov/gwacscopereview</a>
- Scope compatibility review mailbox
  - Alliant 2 (<u>alliant2sowreview@gsa.gov</u>)

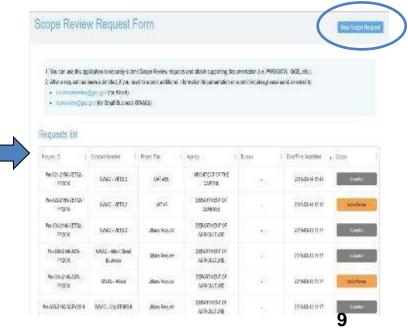


# **Pre-Award Scope Reviews**

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- New Online Scope Review Request Form
  - www.gsa.gov/gwacscopereview







# **Advantages**





# Alliant 2 GWAC, Multiple-award IDIQ Contract:

- Meets current and evolving IT needs on a global basis
- Provides a single platform across the Federal Government for acquisition of complex information technology services with consistent terms and pricing
- Allows maximum flexibility in creating an integrated IT solution within a single task order
- Maximizes small business utilization
- Is easy to use





- Offers streamlined acquisition procedures using FAR Part 16.505
- Offers the ordering contracting officer broad discretion in developing appropriate order placement procedures
- Does not require synopsizing or posting solicitations in FBO.gov (except for exceptions to fair opportunity)
- Does NOT REQUIRE FAR subpart 15.3 source selection
- Offers access to highly qualified contractors





- Allows all contract types, as well as a hybrid, which blends any combination of these contract types
- Commercial and/or non-commercial procedures allowed
- Master contract FAR clauses automatically flow down as applicable
  - I.2 FAR 52.252-2 for non commercial clauses incorporated by reference
  - I.2.1 Acquisition of commercial items



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- Optional ordering agency specific provisions and clauses may be added to your task order
- Most mandatory provisions and clauses from the DoD FAR Supplement (DFARS) have been incorporated into the Master Contract (<u>Attachment J-1</u>). If applicable, these provisions and clauses will automatically flow down, but recommend attaching J-1 to task order to help ensure latest updates of the provisions and clauses are incorporated.
  - Alternate and supplemental provisions and clauses from Command-specific and/or DoD Component levels are not included. They may be incorporated by the ordering agency into specific task order solicitations and resulting orders

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- Cost accounting systems and cost reimbursement experience were substantial evaluation factors for award.
- ALL awardees have been determined responsible (FAR Part 9)





# **Contractor Engagement (Performance Based Requirement)**

- Measures contractor on <u>Participation</u> (Minimum bids per year) and <u>Production</u> (Dollar value of task order awards)
- Will be part of Contractors' Past Performance Assessment and may lead to termination of the Master Contract if not met on an annual basis, beginning at the end of the second contract year.
- Promotes, provides, and ensures that those federal agencies employing the Alliant 2 GWAC are consistently receiving adequate and effective competition in response to their RFPs/RFQ
- Encourages responsibly prepared Contractor proposals/quotes to help provide best value solutions
- Helps to mitigate One bid/Single award task orders



# Interagency Acquisitions



# **Interagency Acquisition**

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Orders placed against Alliant 2 are considered interagency acquisitions

- An Interagency acquisition is the procedure by which an agency needing supplies or services (Requesting Agency) obtains them using another agency's contract (Servicing Agency), the acquisition assistance of another agency (Servicing Agency), or both
- A best procurement approach determination is no longer required when using an interagency acquisition vehicle.<sup>1</sup> Individual agency policy may apply.

<sup>&</sup>lt;sup>1</sup> Section 875 of the Johns S. McCain NDAA for FY 2019 (Pub L. 115-232) amended section 865 of the Duncan Hunter NDAA for FY 2019 (Pub. L.110-417) to remove the requirement for agencies to make a determination that the use of an interagency acquisition represents the best procurement approach. Effective June 5, 2019. https://www.govinfo.gov/content/pkg/FR-2019-05-06/pdf/2019-06625.pdf



# **Interagency Acquisition Ordering**

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- Direct Acquisition
  - Requesting agency conducts acquisition and administers the order
- Assisted Acquisition (GSA AAS/FEDSIM)
  - Servicing agency conducts acquisition and administers the order on behalf of requesting agency for a fee



# **Interagency Acquisition Ordering**

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Direct Acquisition

A Delegation of Procurement Authority (DPA) is issued by GSA after the Ordering Contracting Officer (OCO) completes mandatory Alliant 2 training<sup>1</sup>

- OCOs (warranted CO) must obtain a DPA to issue a task order
- DPAs are issued to individual OCOs and are non-transferable
- Other acquisition team members (e.g., contract specialists, program/requiring activity, COR) are strongly encouraged to take this training

<sup>&</sup>lt;sup>1</sup> (e.g., webinar, DAU online, thorough understanding of the Ordering Guides, onsite training)



# **Interagency Acquisition Ordering**

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Assisted Acquisition (AAS/FEDSIM) Written Interagency Agreement FAR 17.502-1(a)(1)(i): Prior to the issuance of a solicitation, the servicing agency and the requesting agency shall both sign a written interagency agreement that establishes the general terms and conditions governing the relationship between the parties, including roles and responsibilities for acquisition planning, contract execution, and administration and management of the contract(s) or order(s).



# **Master Contract Information**



# **Master Contract Information**

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	Alliant 2
Primary NAICS Code (K.2)	541512 – Computer Systems Design Services
Program Ceiling (B.4)	\$50 billion
Term of Master Contract (F.2)	Five-year base ordering period, plus one five-year option period
Contract Ordering Period and Option	July 1, 2018 to June 30, 2023 July 1, , 2023 to June 30, 2028



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	Alliant 2
Task Order Period of Performance (F.3)	Maximum order period is up to ten (10) years.  Orders may extend no more than five (5) years beyond the expiration of the Master Contract.
Contract Access Fee (CAF) (B.14, G.21 & Attachment J-6)	The CAF is ¾ of one percent (.0075) to be applied to the total price for contractor performance as billed to the government. Payment is made by the contractor. NOTE: CAF Must be a separate Line item regardless of contract type



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	Alliant 2
Contract Types (B.9)	Fixed-Price, Cost-Reimbursement, Time and Materials, Labor Hour, Requirements Contract Type
	Hybrid Contract/combination of any contract type listed above
Minimum Order Considerations (orders less than one million dollars)	Although Alliant 2 GWAC can satisfy orders with a minimum dollar value (less than one million dollars) we do recommend consideration to small businesses concerns (FAR 19.5) through the use of other contract vehicles.



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	Alliant 2
Limitations on Subcontracting (FAR 52.219-14) applies to small business acquisition vehicles only	Not applicable
Security Clearances (H.8)	Master Contracts pre-established labor categories and associated maximum rates cover work at the classified Secret level; however OCOs have the flexibility to customize their security requirements to the appropriate level of security required by their order.



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	Alliant 2
Small Business Credit	Yes. Credit at subcontract level provided to requesting agency.  Master Contract contains a 50% Small Business Subcontracting Goal.  At the Task Order Level the OCOs can determine their individual small business subcontracting goal.
Protests	Protests on orders ≤ \$10M not allowed except on the grounds the order increases the scope, period, or maximum value of the GWAC
Number of GWAC Holders	46



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- > For a full understanding of the Alliant 2 Contract vehicle
  - Visit <u>www.gsa.gov/alliant2</u> to review:
    - Copy of the Ordering Guide
    - Copy of the Conformed Contract



# Task Order Contract Types



# **Task Order Contract Types**

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- FAR 16.2 Fixed-Price, all types
- FAR 16.3 Cost Reimbursement, all types
- FAR 16.4 Incentive and Award fee if applicable
- FAR 16.503 Requirements Contract Type
- FAR 16.601 Time-and-Material Contract Type
- FAR 16.602 Labor-Hour Contract Type
- Hybrid Contract/combination of any contract type listed above

Note: Letter Contracts are not allowed. BPA is not a contract type, but it is not allowed. Issuing an IDIQ contract via an IDIQ contract is not permitted.



# Labor Categories (LCATs)



# **Master Contract Information**

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	Alliant 2
Labor Category Types	<ul> <li>Three (3) Labor Category Types</li> <li>Standard IT Service</li> <li>Non-Standard IT Service</li> <li>Ancillary Service</li> <li>All Labor Category Types Only Apply To T&amp;M, L-H Contract Types, Task Orders and CLINS</li> </ul>
Standard IT Service Labor Category	<ul> <li>31 Standard IT Service LCATs</li> <li>Each Standard IT Service LCAT contains Four (4) Skill Levels</li> </ul>
Non-Standard IT Service and Ancillary Service Labor Categories	Non-Standard IT and Ancillary Service LCATs must be authorized for use by the OCO awarding the Task Order.



# **Standard IT Service Labor Category**

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	Description
Standard IT Service Labor Category	31 Standard IT Labor Categories
	Subset of the Standard Occupational Classifications (SOCs) issued by the Department of Labor (DOL) Bureau, Labor Statistics Division
	Each Standard IT Service LCAT contains four (4) skill levels: Junior, Journeyman, Senior, SME.
Application	The Standard IT Service LCATs contains a comprehensive list of IT Service LCATs required to meet all information technology service based requirements. Therefore, every effort shall be made by the OCOs and Contractors to use the Standard IT Service LCATs.



# **Non-Standard IT Service Labor** GSA Category

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	Description
Non-Standard IT Service Labor Category	This labor category type includes any IT Service labor category that is not listed within the Standard IT Service LCATs. A Nonstandard IT Service LCAT must be approved by the Ordering Contracting Officer (OCO) at the Task Order level.
Application	Any labor category that does not fit within the Standard IT Service LCATs is not authorized for use on Task Orders without approval from the OCO awarding the Task Order.
	IT Service LCATs that addresses new and emerging occupations for which the LCAT functional titles/descriptions may not correlate to any of the DOL SOC matches, or may not be widely available throughout Industry, are characteristics of Non-standard IT LCATs.



# **Ancillary Service Labor Category**

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	Alliant 2
Ancillary Service Labor Category	This labor category does not include any of the defined Standard IT Service LCATs or Non-Standard IT Service LCATs.
Application	Use of the non-IT ancillary service LCATs must be: (1) integral and necessary; (2) part of a total integrated solution within the scope of the Master Contract; and (3) not a labor category specified in the Master Contract. Note: The Contractor should propose and identify each ancillary support service separately and the OCO should identify each ancillary support service by a separate CLIN on the Task Order award.
Considerations	The OCO will ensure that additional labor categories are in compliance with Service Contract Labor Standards and Wage Rate Requirements (Construction), and, where applicable, include appropriate clauses and wage determinations.

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# Labor Category Application to Contract Type U.S. General Services Administration

	Application of LCAT Type to Contract Type
Time and Material (T&M) and Labor Hour (L-H) contracts	All Labor Category Types (Standard IT, Non-Standard IT, Ancillary) shall always apply to T&M and L-H contract type, Task Orders and CLINS in Task Orders.
	The established Labor Rates <u>only apply</u> to T&M and L-H contracts.
All other contract types (Non-T&M or L-H contracts)	Any Labor Category Type <u>may be applied</u> to Non-T&M or L-H contracts at the full discretion of the OCO.
	This includes Cost-Reimbursement and Fixed-Price Task Orders or CLINS in Task Orders with multiple contract types.
	The established Labor Rates <u>do not apply</u> to Non-T&M or L-H contracts.  36



## Task Order Pricing



## Task Order Pricing All Order Types

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- OCOs must make the determination for cost realism or price reasonableness for each task order type using policies and methods in FAR 15.4 for all task orders, regardless of contract type used
- Adequate price competition at the task order level for individual requirements establishes the most accurate, fair, and reasonable, pricing for that requirement
- OCOs should identify the applicable contract type for all CLINS in each task order



## Task Order Pricing All Order Types

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- When adequate price competition exists, generally no additional information is necessary to determine the reasonableness of price
  - IAW FAR 15.403-1(b)(1), adequate price competition prohibits OCOs from obtaining Certified Cost or Pricing Data
  - If adequate price competition does not exist and no other exceptions apply, the OCO must request a Certificate of Current Cost and Pricing Data IAW FAR 15.403-4



## **Cost Reimbursement**

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- Cost type contracts require further consideration of cost being allowable, allocable, and reasonable per the FAR 31.201 and customer agency policy
- FAR 15.404-1(d)(2) cost realism analysis shall be performed in evaluating quotes and proposals for all cost reimbursement orders to determine the probable cost of performance
- Cost Realism is used to ensure proposed cost elements are realistic for the work to be performed, reflect a clear understanding of the requirements, and are consistent with offeror's technical proposal



## Maximum Rates for Time-and Material and Labor Hour

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## **Maximum Rates**

- Deemed Fair and Reasonable at the Master Contract level.
- ➤ Represent the maximum allowable labor rates in the form of fully burdened rates (e.g., direct labor cost, G&A, O/H, Fringe benefits, and profit)
- The maximum rates shall only apply to T&M/LH contract type task orders and CLINs
- The maximum rates do not apply to other contract types
- Accommodates the US Government security classification up through the secret level



## **Maximum Rates for Time-and Material and Labor**

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## Federal Acquisition Service

Hour

## Maximum Rates<sup>1</sup>

- Although, Maximum rates are deemed fair and reasonable at the Master Contract level "The Order Agency will perform their own determination of fair and reasonable pricing for each Task Order they award
- Ceiling rates and Fixed Price Labor rates are established between the contractor and the issuing agency OCO at the Task Order Level
- ➤ Task order ceiling or fixed rates will not change the contractor's maximum rates in the master contract

1 The Agency OCO is authorized to exceed the Maximum Rates in limited situations (For example, top secret/SCI labor and or OCONUS locations).



## Ordering Under FAR 16.505





**Fair Opportunity** - OCO must provide each awardee a fair opportunity to be considered for each order exceeding \$3,500 unless a statutory exception is invoked

- Exceptions to Fair Opportunity [see FAR 16.505(b)(2)]
  - Urgency (fair opportunity causes unacceptable delays)
  - Unique capability (only one awardee can meet requirements)
  - Logical follow-on (sole-source basis in the interest of economy and efficiency).
     Provided all awardees allotted fair opportunity consideration on original award
  - Necessity to satisfy a minimum guarantee
  - A statute expressly authorizes or requires that the purchase be made from a specified source (i.e., for orders exceeding SAT)
  - Set aside orders for any of the small business concerns identified in FAR 19.000(a)(3)





## **Exceptions to Fair Opportunity**

- Written justification and approval is required
  - Justification must be documented IAW FAR 16.505(b)(2)(ii)(A-B)
  - Approval level is based on dollar amount of order IAW FAR 16.505(b)(2)(ii)(C)(1-4)
- Posting requirements for orders above the SAT
  - A notice must be published after placing an order exceeding the SAT per FAR 16.505(b)(2)ii(D)(1) or (3)
  - Notice must be published IAW FAR 5.301
  - Notice must be publicly available within 14 days of issuance for a minimum of 30 days at the GPE, http://www.fedbizopps.gov IAW16.505(b)(2)ii(D)(2)
    - Posting is subject to FOIA exemptions [See FAR 16.505(b)(2)ii(D)(4)]
  - Posting is not applicable if it will compromise national security or create other security risks [See FAR 16.505(b)(2)ii(D)(5)]





- ➤ The OCO may exercise broad discretion in developing appropriate order placement procedures
  - Oral proposals may be utilized
  - A multi-phased approach may be implemented
  - Or any other methodology as long as that approach affords fair opportunity to the respective GWAC pool

## Ordering: Developing the Solicitation

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- Streamlined ordering methods per FAR 16.505 state:
  - Keep submission requirements to a minimum
  - FAR 6 & policies in Subpart 15.3 Source Selection do not apply
  - Formal evaluation plans or scoring of quotes/offers are not required
  - Evaluation factors and task order selection methodology
    - Cost or price must be an evaluation factor in all orders
    - Other non cost factors should be limited to those that will be meaningful discriminators among competing proposals
    - Keep factors to minimum, streamline, minimum submissions
- Exercise the flexibilities that FAR 16.505 provides you!





- Task Orders Exceeding \$5.5 Million
  - A notice of the task or delivery order that includes a clear statement of the agency's requirements
  - A reasonable response period
  - Disclosure of the significant factors and sub-factors, including cost or price, that the agency expects to consider in evaluating proposals, and their relative importance
  - Where award is made on a best value basis, a written statement documenting the basis for award and the relative importance of quality and price or cost factors
  - An opportunity for a post-award debriefing





- Clauses from the Master Contract flow down to the order
- Additional clauses may be included at the order level:
  - Determine if the Task Order is commercial or non commercial
  - Agency-specific clauses and/or additional FAR clauses
    - FAR Part 12, if applicable
  - Special or unique requirements [e.g., Wage Rate Requirements (Construction) (formerly known as Davis Bacon Act; FAR 22.403-1) and Service Contract Labor Standards (formerly known as Service Contract Act; FAR 22.1000)
  - Tailored Basic Contract clauses and/or provisions from Sections E, F, H, and I





#### Post Award

- Provide post-award debriefings IAW with FAR 15.506 (unsuccessful awardees)
- Post-award protests are handled by the agency awarding the task order
- Contractors may ask the agency-specific ombudsman to resolve complaints related to fair opportunity in the ordering process – contact information is provided in the Alliant 2 Ordering Guide
- Report task order award and modifications in FPDS-NG
- Prepare contractor task order performance evaluation and report in CPARs/PPIPRs





- Task order close-out
  - Responsibility of the OCO
  - Close-out in accordance with FAR and agency policies
    - IAW FAR Part 4 Administrative and Information Matters and FAR
       Part 42 Contract Administration and Audit Services
    - Use FAR 42.708 quick close-out when applicable
  - Provide close-out report to Alliant 2 mailbox at: Alliant2@gsa.gov



## **Tools for Ordering Offices**





- GSA e-Buy- an online request for quotes tool, (www.ebuy.gsa.gov)
  - RFQ/RFP handled electronically
  - Rapid response to RFI/SOW/SOO
  - Ensures transmittal of requirements
- alliant2awardees@gsa.gov
- GSA GWAC On-line Resources
  - Ordering Guides
  - Conformed copy of the contract
  - T&M/LH pricing
  - Scope Compatibility review Request Information
  - SOW examples
  - GWAC Dashboard (www.gsa.gov/gwacdashboards)



## **OCO Tools**

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## Federal Acquisition Service

- The Acquisition Gateway (AG) (https://hallways.cap.gsa.gov/)is a new GSA resource that provides accurate, useful, and unbiased transactional data
  - The IT Services Hallway is most closely aligned to the scope of work that GWACs support (e.g., this hallway contains information about cloud computing, help desks, migrating email systems, etc.)
- Within the AG, you may also access
  - The Solutions Finder acquisition tool
  - Ebuy Open Search on Alliant 2 and you will see sampling of RFPs.
  - Prices paid information (e.g., Alliant pricing information)
  - Articles that may be useful for market research
  - An interactive community to share your thoughts and information

GSA Customer Service Directors (www.gsa.gov/csd) can assist with further training



## **Further Assistance**

**U.S. General Services Administration** 

- ➤ We are here to help Ordering Agencies with:
  - Pre-award scope reviews
  - Advice/assistance on master contract matters
  - General task order resolution regarding master level contract terms & conditions
  - Guidance on navigating complex task order acquisitions using the flexibilities offered under FAR 16.505



## **Next Step: Request Your DPA**

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- Visit www.gsa.gov/gwacs
- Under the heading of "How to Use GWACs", click on "Request Procurement Authority"
- > Fill in online form, click Submit button
- GWAC Office sends Memorandum of Agreement, usually within 72 hours

## How to request your DPA?



TRAVEL

REAL ESTATE

ACQUISITION

**TECHNOLOGY** 

POLICY & REGULATIONS

ABOUT US

Q

Home > Technology > Technology Purchasing Programs > Governmentwide Acquisition Contracts > How To Use GWACs >

#### GOVERNMENTWIDE ACQUISITION CONTRACTS

Overview

How to Use GWACs

Attend Training

Request Procurement Authority

Issue the Task Order

Request an Optional Scope Review

Request an Optional Capabilities
Statement

Report Contract Actions

Review Past Performance

8(a) STARS II

Alliant

## How to Use GWACs

Using pre-competed Governmentwide Acquisition Contracts (GWACs) will help your agency buy total IT solutions more efficiently and economically.

Federal contracting officers must follow these steps to begin using GSA's GWACs.

## Required steps



- · Attend training
- Request a Delegation of Procurement Authority
- Issue the task order according to the contract's and your agency's procedures
- Report contract actions
- Review past performance

Recommended steps

#### Chat Now!

Call us at 855-ITaid4U (482-4348) Sun 8:00 p.m. - Fri 8:30 p.m. ITCSC@gsa.gov Need more help? Need market research? Try IT Solutions Navigator

GWAC DIVISION CONTACTS

Questions about the

Alliant GWAC:

877-534-2208

alliant@gsa.gov

Questions about 8(a) STARS II and Alliant Small Business:

## How to request your DPA?



TRAVEL

REAL ESTATE

ACQUISITION

TECHNOLOGY

POLICY & REGULATIONS

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## GOVERNMENTWIDE ACQUISITION CONTRACTS

Overview

How to Use GWACs

Attend Training

Request Procurement Authority

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Request an Optional Capabilities Statement

Report Contract Actions

Review Past Performance

8(a) STARS II

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Alliant 2

## Request a GWAC Delegation of Procurement Authority (DPA)

Warranted contracting officers (a contracting officer appointed pursuant to FAR 1.603) must fill out this form to request a Delegation of Procurement Authority (DPA), which allows direct access to our GWACs.

The DPA clearly delineates the roles and responsibilities between the GSA contracting officer and the ordering contracting officer, and complies with the Office of Management and Budget's (OMB) executive agent designation to GSA.

DPA requestors must provide a .gov or .mil email address. Requestors who do not have a .gov or .mil email address must submit a copy of their warrant as a federal contracting officer to delegations@gsa.gov before it will be considered.

**Please Note**: If you experience any issues with the form below, please submit the requested information to delegations@gsa.gov or complete the GWAC DPA Request Form [DOCX - 55 KB].

#### Chat Now!

Call us at 855-ITaid4U (482-4348) Sun 8:00 p.m. - Fri 8:30 p.m. ITCSC@gsa.gov Need more help?

Need market research? Try IT Solutions Navigator

GWAC DIVISION CONTACTS

Questions about the
Alliant GWAC:
877-534-2208

alliant@gsa.gov

Questions about 8(a) STARS II and Alliant Small Business:

77-327-8732

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## **Enterprise Acquisition Division** Resources

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### Federal Acquisition Service

**Enterprise Acquisition Division** 

Alliant 2 E-mail:

**Alliant 2 Scope Review:** 

**Alliant 2 Website:** 

**Contractor Pool:** 

**Procuring Contracting Officer** 

**Administrative Contracting Officer** 

**Director Client Support** 

**Program Director** 

877-534-2208

alliant2@gsa.gov

alliant2sowreview@gsa.gov

www.gsa.gov/alliant2

alliant2awardees@gsa.gov

Roman Rodriguez 202-374-0842

**Diemle Phan** 619-696-2861

Mimi Bruce 510-292-5836

Paul Bowen 617-565-6570

www.gsa.gov/alliant2 **Contract & Ordering Guide:** 



## Questions

Thank You





# If there is additional time we will demo the Alliant 2 website resources